

## GRANTEE MONITORING

Grantee Name	Tandem Family Resource Center, Inc. (formerly Tapestry)
Location/Address	4105 Chicago Ave South, Mpls., MN 55407
Date and Location of Site Visit	March 17, 2017
Grantee Participants	Kimberly Rynders, CEO Sara Kisrow, Associate Director
MDH Participant(s)	Mary Ottman, Positive Alternatives Grant Manager
Grant Agreement #/PO #	
Target Population	Pregnant and parenting women in Minnesota

### **PURPOSE:**

In accordance with the MDH Policy 238.01 Grantee Monitoring, MDH will conduct at least one monitoring visit per grant period on all state grants of over \$50,000, and at least annual monitoring visits on grants of over \$250,000.

The purpose of the grant monitoring visit is to review and ensure progress against the grants' goals, to address any problems or issues before the end of the grant period and to build rapport between the state agency and the grantees. This visit may cover topics such as statutory compliance; challenges faced by the grantee, modifications made to the grant program, program outcomes, grantee policies and procedures, grantee governance, and training and technical assistance needs.

The findings or information obtained through this monitoring activity will be used:

- To ascertain how MDH program funds are being utilized
- To provide targeted technical assistance needs
- To improve program implementation performance
- To suggest other training needs
- In future funding decisions

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### OVERVIEW

1. Is the Grantee's non-profit 501(c) 3 status current?

**Yes**

2. Does the Grantee have a central file containing the official records for this grant agreement and/or amendment?

**Yes**

3. Where is this central file located?

**Main Tandem office.**

4. Who is responsible for this central file?

**Kimberly Rynders, CEO**

5. Does the central file include

- The grant proposal? **Yes**
- The award letter? **Yes**
- The signed grant agreement and any/all amendments? **Yes**
- Any/all requests and/or approvals for scope/budget changes? **Not Applicable**
- The work plan? **Yes**
- Any/all payment requests (invoices)? **Yes**
- Any/all signed subcontracts? Not applicable (no subcontracts) **Not applicable**
- Any/all Progress Reports? **Not applicable yet.**

### REPORTING REQUIREMENTS

1. Does the organization meet all reporting requirements as outlined in the grant agreement and/or amendment?

**Yes**

2. Are expenditure reports submitted timely and accurately?

**Yes**

3. Are progress reports submitted with all required information and in a timely manner?

**Yes**

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### CONTRACTUAL

1. Does the Grantee have written policies or procedures addressing use of contractors and/or subcontractors?

**Not applicable.**

2. Were any sub-contractors paid from the MDH grant required to sign a contractual agreement outlining services to be rendered, duration of engagement, and pay rate?

**Not applicable**

3. Was the contractual agreement(s) reviewed and approved by MDH before implementation?

**Not applicable**

### PERSONNEL POLICIES, PROCEDURES AND PRACTICES OF THE GRANTEE

1. Are time distribution records (e.g., time-sheets) maintained to show how employees who are funded through, or contributed in kind to, the MDH grant and who work on multiple projects/programs spend their time?

**yes**

2. Do personnel and/or payroll records show dates of hire/termination, immigration status if applicable, actual hours of time worked, leave time, federal and state programs worked on, and earning for all employees who are funded through, or contributed in kind, to the MDH grant?

**yes**

3. Does the Grantee have policies and procedures in writing regarding:

- Payroll? **yes**
- Travel? **yes**
- Overtime? **yes**
- Timesheets? **yes**
- Taxes? **If payroll taxes, yes.**
- Purchasing? **yes**
- Compensated time off? **Yes**

4. Are employees time sheets approved?

**Yes**

By whom (what position)? **Associate Director, Sara Kisrow**

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5. Does the Grantee's payroll preparation and distribution involve more than one employee?

**Yes, in addition, we use outside company to process our payroll.**

5. Does an authorized official approve all checks before being signed?

**Yes, CEO. Each month at board meeting, Treasurer and CEO review again for board to sign off of previous months expenses.**

Additional Comments:

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### PROGRAMMATIC QUESTIONS

Please use this space to answer all questions.

#### ***Program History***

- When was your program started? Why was it started?

Tandem was founded in 1978 and has evolved in various ways over the years. But the program that exists as it does today, began in 2006 under the leadership of the current CEO, Kimberly Rynders. It was started because there was a clear need in the community for a resource for women who were facing either an unplanned pregnancy or a crisis related to being a single mother to go for tangible resources and support. While many social service programs exist in the twin cities, most are singular in their focus and most offer only a temporary solutions. At Tandem we believe that we must serve from a holistic perspective with long-term outcomes in mind. It's never about just ensuring that a child is born, but rather how do we cultivate a community of mamas who are thriving as mothers and as women who contributing positively in the communities they live in.

- What need does your program fulfill?

In the simplest of terms, we are their soft place to land. We believe passionately in this idea that when you have a group of people in your corner who are deeply invested in you, you can get through any crisis that comes your way. Tandem exists for those who face it alone. We serve young women facing unplanned pregnancies as well as single mothers with young children/newborns. We serve from a holistic perspective which includes the following: crisis intervention (social work), prenatal medical care, and therapy, peer counseling, mentoring, health education, parenting and life skills education, employment readiness and vocational training, humanitarian outreach and life coaching. (We are in the process of adding housing and a childcare center.) We believe that when we meet the real needs of the mamas we serve, we are removing the barriers that keep them trapped in a system that leaves them with few options. When you have generational poverty + unplanned pregnancy (or single motherhood) = chronic cycle of crisis. Our goal is not only to meet the immediate needs of those in our care, but to also help them map out a life plan for themselves, then partner with them to walk that plan out. We believe firmly that the relationships we are building with them are the defining piece to this puzzle, therefore we invest significant energy making sure everyone we work with feels seen and heard and that their story/need matters.

- How has the program grown or changed since its beginning?

Each year, we continue to improve processes and refine our approach. As a grantee, we've been given funding that has afforded us the opportunity to grow our programs and secure the

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quality staff and curriculum that make what we do so successful. We continue to expand mostly in the area of education and life skills, though as I mentioned we're in the process of adding transitional housing and a child care center on site. Because at the end of the day, without strong life skills and employment options, these young families don't stand a chance at long-term success. People who feel hopeless tend to continue to make the same choices and the cycle of crisis continues.

### ***Grantee's Target population***

- Who does the organization primarily serve? **Low income women, most often those whom experience generational poverty, and their children.**
- What is the program's demographic and geographic coverage? **We serve all of Minnesota. We have no boundaries in geographic location. If they can get to our clinic, we serve them. Demographics: African American, Hispanic, White, Asian, Native American. (We serve all, regardless of race, religion, etc.)**
- Review recent Demographic reporting.  
**Recent Demographic reporting has fluctuated most likely due to seasonal influence on the population served. In general demographic numbers have averaged higher than those targeted on the Work Plan.**

### ***Leadership and Governance***

- Effective Board: How many board members currently serve, who are they? **We have 7 board members. Our executive board includes Sam Smith, President; Chris Sipe, VP, Don Martin, Treasurer, Janine Hogan, Secretary, Kimberly Rynders, CEO. The remaining board members are Michael Callighan, Ann Williamson. We are in the process of adding two additional members, but they have not completed the whole application process.**
- How often do they meet? How are they informed of organization's progress and challenges? **Our board meets once a month at which time the CEO, Associate Director and Development Director present progress reports. As a collective group, we review financials and the board votes to approve them.**
- How supportive is the Board of the program? **100% Supportive. We are all very proud of what we are cultivating.**
- How is the program staffed? Who is responsible for the supervision of grant staff? **We have staff assigned to each specific area of service. The Associate Director supervises**

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### **the staff, with support from CEO.**

- How are staff evaluated on their performance? How long have PA staff been employed there? **Staff receive annual performance reviews conducted by Associate Director. We have had the same staff in place since the very first PA grant awarded to us in 2012. 100% retention. We are all incredibly committed to the work we do.**
- How are staff background checks done? **We have an outside company conduct background checks.**
- What is your organization's policy on complaints for staff and clients? **If the complaints are internal between co-workers, we encourage them to sit down and work through said conflict. Second measure would be to include the Associate Director, then the CEO. If the complaint comes from outside the organization or from clients served, it goes directly to Associate Director and CEO.**

### **Budget**

- Does the current budget reflect your work plan activities? **Yes**
- Is the budget accurate for the project size/scope? **Yes**
- Do you have any challenges with the budget or invoicing? **No**
- Has your Financial Reconciliation taken place? **No**
- If you have an elevated risk designation, and/ or your Financial Reconciliation report cited any concerns, these will be discussed. **Not applicable**

### **Review Work Plan including:**

#### **Partners**

- If applicable: how are people referred to the program? Are there any barriers encountered with referral sources? What is your most common referral source? **Clients are referred through various social service agencies, Henn. County Programs (Century Plaza), hospitals, clinics, and schools. Word of mouth and our website also draw clients in for services. We have no barriers. Social service agencies, Henn. County and client word of mouth are the most common.**
- Challenges with partners or specific counties? **None.**

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### Work Plan

We exceed our projected numbers in every category except the following: Education Assistance (GED), Employment Assistance and Housing Assistance. With both GED and Employment our hurdles have been lack of childcare available for clients to participate in the lengthy training necessary for these areas. These families have little to no family support and no financial resources for childcare. As part of our new initiative, we purchased the building next to ours and are ¾ of the way through opening our own non profit childcare center that will offer free childcare to the mamas in our programs so that they can attend classes. Our housing program numbers were low due to the fact that the need in the twin cities for housing has far exceeded the supply. As a result we purchased a single family home in which we can offer short term transitional housing to our mamas. We do not anticipate changes to the work plan as we believe these above two solutions will correct the issues.

### Participants:

- What type of outreach does the organization put into action? What is working well? What are more the challenging aspects to finding or retaining clients? **Tandem partners with many local agencies in order to best serve clients. We have never had an issue finding or retaining clients. In fact, we developed an alumni program because so many clients were asking for new ways of interacting with Tandem once they had graduated from the program.**

### Data:

- How is program data collected and by whom? Is data collected useful to agency? **We collect data through intake forms, which are completed by staff and surveys, which are complete by clients. All data is entered into the database and managed by the Associate Director. Yes, this information allows us to evaluate services and effectiveness of programming.**
- Anything we can do to help or simplify data collection? **No. We are very comfortable with this system.**

### Review Evaluation

- **Our evaluation plan is the same and we find it effective. No changes planned.**

### Miscellaneous

- Anything else you would like to share? **No**
- Anything else we haven't asked? **No**



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### *What can we do to help?*

- Trainings and Grantee meetings useful for grantee? Any topic suggestions? **Yes, No**
- Feedback or suggestions for the state?
- Is there any way MDH can assist you to better equip your success in the Positive **Grateful for this program. Our success is a direct result of having access to this level of support.** Alternatives Grant Program? **No, we are very happy.**

### *Summary:*

Tandem is in their second grant cycle of providing Positive Alternatives funded programming to their wide reaching community of clients. Tandem has taken a unique approach in the world of PRCs by intentionally providing services for the total woman – comprehensive and game changing. Currently Tandem is expanding their programming to include on-site child care for their clients and residential housing for women. Their vision and structuring of their programming is innovative and refreshing and especially impressive to see.

Through their current PA funding Tandem offers a car seat education and distribution program, case management services, child care assistance, safe sleep education and crib distribution, Education assistance, employment assistance, financial and housing assistance, life skills education, material support, mental health assessment and counseling, nutrition education, pregnancy and parenting education, and Pregnancy testing and ultrasounds.

One area of program reporting that was discussed with Tandem employees was the recording of the *Maternal and Child Health Initiative Task Force Strategies* recorded on the Quarterly Updates. Reporting submitted in this area did not seem to match up with the level of programming this grantee offers. After discussion it was discovered that recording of data for this portion of the Quarterly Report needs to be updated and recorded differently. There was a misunderstanding of the requirements for this portion of the Quarterly Report. Moving forward Tandem will make sure to submit more accurate recording in this important area reflecting the work they are accomplishing.

I was offered a tour of both the new residential home for their clients and to see the work in progress on their newly expanded child care program area. Both sites are within two blocks of one another for ease of clients to be involved in programming at the Center. Tandem's staff should be excited and proud of the work they are accomplishing for the sake of the population of diverse mothers they serve.

Date: March 23, 2017

Grant Manager: Mary Ottman

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